

25 Apr 78

REF

MEMORANDUM FOR: Deputy Director for Administration
Director, National Foreign Assessment Center
Deputy Director for Operations
Deputy Director for Science and Technology
Chairman, Executive Career Service Board

FROM : F. W. M. Janney
Director of Personnel

SUBJECT : Implementation of DDCI Memorandum on
Uniform Promotion System

REFERENCE : DDCI memo dtd 7 Apr 78, subj:
Uniform Promotion System

1. In response to referent memorandum, it will be necessary for you to take the following actions:

a. Establish promotion plan targets. This has already been done by the Directorate of Operations. OP has circulated promotion projections to the other Directorates for your use in establishing the targets. If you anticipate problems because we are already so far into FY 1978, please inform me. You may need to establish an internal mechanism to monitor and allocate promotions among your subgroups.

b. Apply the "three per cent rule" on the basis of:
(1) ranking and (2) evaluative determination of the employee's value and potential. Employees not evaluated within the lower two "descriptor" groups should not be subject to identification as falling under the "three per cent rule."

c. With respect to employees identified under the "three per cent rule," establish an independent review panel to "review each case on its individual merits and present its findings to the head of the career service." In addition, notify me of the names of members of the panel as soon as they have been designated.

d. Develop and publish additional promotion criteria by 15 May. The need here is to specify the key factors that affect selection for promotion. Among these is comparative ranking. The basis for ranking should be made specific. For example, if "effectiveness," "personality," and "potential" are key considerations, how is each evaluated and what are the weights, if any, assigned to factors and sub-factors? You should pay special attention to any subgroups that use vague and/or unspecified bases for ranking employees. In addition, you may wish to specify skill and knowledge levels required. If you anticipate problems meeting the deadlines, notify me of your action plan and proposed schedule.

e. Change board and panel procedures, as needed, to incorporate the new inviolability of the rankings and recommendations for promotion. Where boards and panels have not previously had responsibility for making promotion recommendations, they now have that responsibility. You may wish to reconsider the composition of the boards and panels accordingly, especially if comprised of relatively junior employees.

f. Prepare a revised schedule for fitness reports, comparative evaluation, and promotion lists. As this schedule is to be standard for the Agency, the action belongs to the Office of Personnel in consultation with you.

g. Revise the personnel handbook of your Career Service as needed. As some other personnel policies are also being reviewed and revised, you may wish to assemble the changes and then put out a comprehensive revision. This does not obviate a need to provide employees early notification of changes in procedures and of promotion targets. The Office of Personnel will prepare the necessary changes in the Regulations.

2. Under separate memorandum of 13 April, the DDCI instructed you to initiate planning and to undertake actions leading to the establishment by 15 May 1978 of a Senior Secretarial Panel at the Career Service level. Our guidance for this is being prepared separately.


F. W. M. Janney ✓

STATINTL

cc: DDCI

Att
Reference

DD/A Registry

78-1318/14

28 JUL 1978

Executive Registry

78-5168/11

DD/A Registry

File Personnel

MEMORANDUM FOR: Deputy Director of Central Intelligence

FROM : F. W. M. Janney
Director of Personnel

SUBJECT : Schedule for Supergrade Promotions

REFERENCE : Memo for DDCI fr D/Pers, dtd 3 Jul 78, subj:
Uniform Promotion System

1. Action Requested: Paragraph 3 contains a recommendation for your approval.

2. Background: In reference memorandum you approved optional semi-annual promotion exercises for Agency Career Services and uniform dates for promotion to grade GS-07 through GS-15 related, except in the DDO, to a common Fitness Report Schedule. The memorandum did not address the subject of effective dates for supergrade promotions and at the recent NFAC PDP review you requested a recommendation for this group.

The evaluation period for the GS-15 and above personnel on the new schedules ends on 31 March; there has been no change from the present schedule. The current call up dates of April and October for supergrade promotions were established in May 1969 when the Executive Director Comptroller approved semi-annual exercises. The original dates were set to take advantage of headroom which normally becomes available or can be projected towards the end of the fiscal year. In the past several years while the call up dates have remained the same, the promotions have been made effective in July and January. With 1 October the beginning of the new fiscal year these months offer the advantages April and October did in the past when July began the fiscal year. Supergrade promotions have not required the processing time needed for the lower grades and hence there is more flexibility in establishing effective dates. July and January would follow the current practices; alternatively August and February would follow the 120 day processing schedule applicable to other grades. Both would be timed to take full advantage of projected headroom.

3. Recommendations: It is recommended that in conformance with the new Uniform Promotion System effective 1 October 1978, the supergrade promotions in the Agency be made effective on schedule in accordance with your approval of one of the alternate dates offered herein:

a. July and, when there is a semi-annual exercise, January;

or

b. August and, when there is a semi-annual exercise, February.

(Signed) F. W. M. Janney

F. W. M. Janney

APPROVED: (✓) Option A () Option B

DISAPPROVED: () Option A () Option B

2 AUG 1978

/s/ Frank C. Carlucci
Deputy Director of Central Intelligence

Date

Distribution:

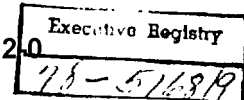
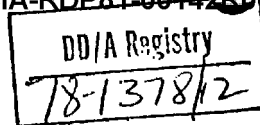
Orig - Return to D/Pers
1 - DDCI
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OP/P&C/RS [REDACTED] (26 Jul 78)

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Approved For Release 2001/09/05 : CIA-RDP81-00142R000500060022-0



PLMS

78-2116
8 JUL 1978

MEMORANDUM FOR: Deputy Director of Central Intelligence

FROM : F. W. M. Janney
Director of Personnel

SUBJECT : Uniform Promotion System

REFERENCE : Multi adse memo fr DDCI dtd 7 Apr 78,
same subject

1. Action Requested: Paragraph 4 contains recommendations for your approval in connection with subject promotion system.

2. Background: Reference advised the Heads of the respective Career Services of the establishment of a uniform promotion system in the Agency and that the Office of Personnel would work with the Career Services to develop an Agency-wide promotion schedule.

3. Staff Position: It is the general feeling of the Career Services that in order to have available the most current performance data for evaluation and ranking exercises, the promotion schedule should be as closely aligned to the Fitness Report schedule as possible. We propose that 120 days after the completion of the Fitness Report period be provided for Career Service Panel action and Office of Personnel implementation of the recommendations, with the promotions to be effective the first pay period thereafter.

The current Fitness Report schedule does not provide for an even distribution of workload during the year, nor more importantly, does it provide a sequence of grade levels of promotion to provide the advantages of maximum available headroom, which includes for the more senior grades the benefits of the normal attrition cycle. A revised Fitness Report schedule has been developed which programs the promotion cycle to take advantage of all possible benefits of headroom availability and is acceptable to all the Career Services except the DDO. The panel structure and evaluation schedule which is the basis for the DDO system cannot be adjusted to fit the Fitness Report schedule and the 120 day working period. Various adjustments were tried, including a 150 day

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working period, but none are acceptable. The DDO has proposed that they be allowed to establish their own Fitness Report schedule (which they now have) and timing for panel evaluations and rankings, but would meet the Agency promotion dates. This has the disadvantage of having differing evaluation periods for the employees of the different Career Services, albeit if the proposal below for optional semi-annual promotion is acceptable, this may not be significant. Rather than penalize all the Career Services by depriving them of the progressive advantages of sequential promotion schedules, we recommend the DDO proposal be approved. One other group in all grades will also have a different evaluation period. These are the employees in the three-year trial period who receive Fitness Reports on a time schedule, rather than grade, to insure appropriate review and evaluation prior to completion of the various segments of the period.

In making the studies for the promotion rates and development of the revised schedules, it became apparent that one annual promotion review of all grades would be unduly restrictive and could impact unfavorably on employees in certain professional grades and in the clerical/secretarial category where promotion is customarily associated with the grades of the position occupied and/or where attrition is normally at a level which allows for a significant number of promotions during the year. Professional personnel entering on duty in grades GS-07 and GS-09, particularly in NFAC, would be seriously affected by being limited to an annual schedule for these lower grades.

It should be noted that in establishing a uniform promotion schedule, a change in the Agency policy for considering periodic step increase (PSI) due dates in establishing effective promotion dates will be required. It has been the practice to delay the effective date of promotion when a PSI is due within a reasonable period of time, normally four bi-weekly pay periods, to take advantage of the additional pay level. To continue such a policy would adversely affect common dates of promotion and we propose, therefore, that effective with the fiscal year 1979, no consideration will be given to due dates of PSIs in establishing the effective date of promotion. This would have only a one-time impact on each employee.

4. Recommendations: It is recommended that

a. The revised Fitness Report schedule be established for all Career Services except DDO and be effective 1 October 1978. The DDO will meet the uniform promotion dates.

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b. The policy of delaying promotions to take advantage of PSIs be discontinued with implementation of the common promotion date for each grade.


c. There be no established schedule for promotion through GS-06 and the components be free to promote employees as merited, within the Career Service criteria for promotion, panel evaluation, overall Career Service headroom and the availability of properly graded positions.

d. Dependent on individual Career Service personnel and grade, structure, permit semi-annual promotion exercises for:

- (1) All secretarial and clerical personnel above grade GS-06.
- (2) Professional and technical personnel in grades GS-07 through GS-11.
- (3) Professional and technical personnel in grades GS-12 through GS-15.

The Career Service could elect an option for any one or all of the groups, and establish them for any one or all of its Career Service Subgroups. The initial promotion exercise would be keyed to the Fitness Report schedule with the second review and exercise six months later.

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F. W. M. Janney

Attachment

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APPROVED


Deputy Director of Central Intelligence

12 JUL 1978

Date

DISAPPROVED:

Deputy Director of Central Intelligence

Date

Executive Registry

78-5168

DD/A Registry

78-1378

7 APR 1978

DD/A Registry

File

Personnel-12

78-1378

MEMORANDUM FOR: Deputy Director for Administration
Director, National Foreign Assessment Center
Deputy Director for Operations
Deputy Director for Science and Technology
Chairman, E Career Service

FROM: Frank C. Carlucci
Deputy Director of Central Intelligence

SUBJECT: Uniform Promotion System

1. Many of the personnel policies of the Agency have been carefully reexamined during the last several months. We have concluded that the Agency and its employees will benefit from the adoption of a more uniform Agency-wide promotion system. The adoption of such a system, as described in this memo will increase employee awareness of promotion opportunities and will ensure more promotion headroom by implementing existing Agency regulations concerning identified marginal performers. We recognize that each career service has unique characteristics and problems which require consideration. This new approach will allow recognition of that uniqueness, but will also call for more expanded statements of promotion criteria by the several career services.

2. The new approach to establishing this promotion system will be based on the following precepts:

a. A minimum target for annual promotion of qualified people by grade will be established and published by each career service as an aid to each employee's career planning. The Office of Personnel will work with each career service in creating these promotion targets.

b. These promotion rates will be sustained for the most part through normal attrition, but additionally it will be necessary to apply aggressively the current regulation [REDACTED] for the identification of the bottom three percent evaluated annually. The bottom three percent is not simply determined by ranking, but also by an absolute determination of the employee's value and potential as assessed by the evaluation panels and career service boards.

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c. As a further protection to the employee identified in this process, the career services will establish an independent panel to review each case on its individual merits and present its findings to the head of the career service.

d. The common criteria for promotion in all career services are presently set forth in [REDACTED]. Further guidance on these precepts is under study. The career services should carefully consider [REDACTED] with a view to adding specific criteria as applicable to each particular career service or subgroup. The publication of these specific criteria will further the individual employee's understanding of how selection for promotion is achieved, and how to become qualified for promotion. Any additional promotion criteria must be developed and published by the career services by 15 May 1978.

e. As already established for the D Career Service, the rankings and recommendations for promotion from the evaluation boards and panels can only be changed by the Director.

f. There will be established and published a uniform promotion schedule for all career services (i.e., all GS-09's will be promoted in the same month, etc.). The Office of Personnel will work with the heads of the career services in establishing an Agency-wide uniform promotion schedule for all grades. The lists of those promoted will be published and available to all employees.

[REDACTED]

Frank C. Carlucci

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